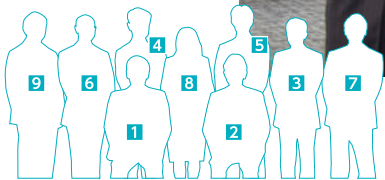


Directors

(As of June 30, 2023)



1

Kohei Morikawa
Representative Director; Chairman of the Board
Attendance at BoD meetings in 2022: 14/14

April	1982	Joined Showa Denko K.K. (currently the Company)
January	2013	Corporate Officer; General Manager, Electronic Chemicals Division
January	2016	Managing Corporate Officer; Chief Technology Officer (CTO)
March	2016	Director; Managing Corporate Officer; Chief Technology Officer (CTO)
January	2017	Representative Director; President and Chief Executive Officer (CEO)
January	2022	Representative Director; Chairman of the Board (incumbent) (up to the present)

2

Hidehito Takahashi
Representative Director; President and Chief Executive Officer (CEO)
Attendance at BoD meetings in 2022: 14/14

April	1986	Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
February	2002	Joined GE Japan Holding Corporation (currently GE Japan Inc.) as General Manager, Business Development Department
October	2004	Asia Pacific President, GE Sensing & Inspection Technologies, GE Japan Holding Corporation
October	2008	Joined Silicones Business, Momentive Performance Materials Japan Inc. as President & CEO
January	2013	Joined GKN Driveline Japan plc as President and CEO
October	2015	Joined Showa Denko K.K. (currently the Company), Senior Corporate Fellow

January 2016	Corporate Officer; General Manager, Corporate Strategy Department
January 2017	Managing Corporate Officer
March 2017	Director; Managing Corporate Officer
July 2017	Director; Managing Corporate Officer; General Manager, Carbon Division
January 2020	Director; Managing Corporate Officer; Director; Managing Corporate Officer; Chief Strategy Officer (CSO)
June 2020	Director, Showa Denko Materials Co., Ltd. (currently Resonac Corporation)
January 2022	Representative Director; President and Chief Executive Officer (CEO), Showa Denko K.K. (currently the Company) (incumbent) Director, President and Chief Executive Officer (CEO), Showa Denko Materials Co., Ltd. (currently Resonac Corporation)
January 2023	Representative Director, President and Chief Executive Officer (CEO), Resonac Corporation (incumbent) (up to the present)

Directors (As of June 30, 2023)

3 Keiichi Kamiguchi

Director

April 1983	Joined Showa Denko K.K. (currently the Company)
September 2008	General Manager, Corporate Strategy Office
January 2011	Corporate Officer, General Manager, Corporate Strategy Office
January 2013	Corporate Officer, General Manager, Corporate Strategy Department
January 2015	Corporate Officer
January 2017	Corporate Officer, Chief Risk Management Officer (CRO)
March 2017	Director, Corporate Officer, Chief Risk Management Officer (CRO)
March 2020	Corporate Officer, Chief Risk Management Officer (CRO)
January 2021	Managing Corporate Officer, Chief Risk Management Officer (CRO) (incumbent)
January 2022	Managing Corporate Officer, Chief Risk Management Officer (CRO), Showa Denko Materials Co., Ltd. (currently Resonac Corporation)
January 2023	Representative Director, Chief Risk Management Officer (CRO), Resonac Corporation (incumbent)
March 2023	Director, Managing Corporate Officer of the Company (incumbent) (up to the present)

4 Hideki Somemiya

Director

Attendance at BoD meetings in 2022: 11/11

April 1990	Joined Nomura Research Institute, Ltd., and was assigned to the Office for Research in Corporate Finance
June 1997	Joined Nomura Securities Co., Ltd., as Deputy Head Researcher, Institute for Financial Research
May 1999	Joined Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.), and was assigned to the investment bank section
January 2007	General Manager, Telecommunication & Media Technology Group, Merrill Lynch Japan Securities Co., Ltd.
July 2009	Joined JPMorgan Securities Japan Co., Ltd., as Managing Director, Technology, Media & Telecommunication Group, Investment Banking Division
July 2015	Joined Sony Corporation (currently Sony Group Corporation), as Vice President Attached to CFO, Chief Financial Strategist
May 2016	Temporarily transferred to Sony Semiconductor Solutions Corporation
June 2016	General Manager, Corporate Strategy Headquarters, Sony Semiconductor Solutions Corporation
December 2016	General Manager, Planning & Administration Headquarters (CFO), Sony Semiconductor Solutions Corporation
June 2019	General Manager, System Solution Division, Sony Semiconductor Solutions Corporation
July 2020	Corporate Officer in charge of the solution business, Sony Semiconductor Solutions Corporation
March 2021	Officer Attached to CFO in charge of special assignments, Sony Corporation
October 2021	Joined Showa Denko K.K. (currently the Company) as General Manager, Preparation Office for Group CFO
January 2022	Managing Corporate Officer, Chief Financial Officer (CFO)
January 2022	Managing Corporate Officer, Chief Financial Officer (CFO), Showa Denko Materials Co., Ltd. (currently Resonac Corporation)
March 2022	Director, Managing Corporate Officer, Chief Financial Officer (CFO), Showa Denko K.K. (currently the Company) (incumbent)
January 2023	Director, Chief Financial Officer (CFO), Resonac Corporation (incumbent) (up to the present)

5 Tomomitsu Maoka

Director

Attendance at BoD meetings in 2022: 11/11

April 1999	Joined A.T. Kearney, Inc.
April 2005	Joined Infineon Technologies Japan K.K. as General Manager in charge of Strategy in Japan
May 2009	General Manager, Industrial & Chip Card Business Headquarters, Infineon Technologies Japan K.K.
October 2010	General Manager, Industrial & Multi Market Business Headquarters, Infineon Technologies Japan K.K.
December 2011	Joined Lenovo Japan Corporation as Lenovo/NEC Project Director
April 2012	Strategy Director, Lenovo Japan Corporation
April 2013	Commercial Operations Director, Lenovo Japan Corporation
December 2013	Joined Renesas Electronics Corporation as General Manager, Corporate Planning, Planning Headquarters
December 2015	Corporate Officer, General Manager, Corporate Planning, Renesas Electronics Corporation
February 2016	Corporate Officer, Deputy General Manager, Second Solution Business Headquarters, Renesas Electronics Corporation
March 2017	Corporate Officer, China Business Headquarters, Renesas Electronics Corporation
April 2019	Corporate Officer, Deputy General Manager, Production Headquarters, Renesas Electronics Corporation
August 2019	Corporate Officer, Deputy General Manager, Automotive Solution Business Headquarters, Renesas Electronics Corporation
October 2021	Joined Showa Denko K.K. (currently the Company) as General Manager, Preparation Office for Group CSO
January 2022	Managing Corporate Officer, Chief Strategy Officer (CSO)
January 2022	Managing Corporate Officer, Chief Strategy Officer (CSO), Showa Denko Materials Co., Ltd. (currently Resonac Corporation)
March 2022	Director, Managing Corporate Officer, Chief Strategy Officer (CSO), Showa Denko K.K. (currently the Company) (incumbent)
January 2023	Director, Chief Strategy Officer (CSO), Resonac Corporation (incumbent) (up to the present)

6 Kiyoshi Nishioka

Outside Director

Attendance at BoD meetings in 2022: 14/14

April 1977	Joined Nippon Steel Corporation
April 1997	Plant Manager, Thick Steel Plate Plant, Kimitsu Works, Nippon Steel Corporation (General Manager)
April 2001	General Manager, Thick Steel Plate Sales Department, Head Office, Nippon Steel Corporation
June 2005	Director, General Manager, Technology Development Planning Department, Technology Development Headquarters, Nippon Steel Corporation
June 2006	Corporate Officer, General Manager, Technology Development Planning Department, Technology Development Headquarters, Nippon Steel Corporation
June 2009	Counselor, Nippon Steel Corporation
November 2012	Special Professor, Research Center for Advanced Science and Technology, The University of Tokyo
April 2017	Adviser, Research Center for Advanced Science and Technology, The University of Tokyo (incumbent) Visiting Professor, Ehime University (incumbent)
March 2018	Outside Director, Showa Denko K.K. (currently the Company) (incumbent)
July 2019	Representative Director, VCRI Co., Ltd. (incumbent)
May 2022	Research Adviser, Institute of Industrial Science, The University of Tokyo (incumbent) (up to the present)

7 Kozo Isshiki

Outside Director

Attendance at BoD meetings in 2022: 14/14

July 1969	Joined Japan Development Bank (currently Development Bank of Japan Inc.)
April 1993	General Manager, General Affairs Department, Japan Development Bank
May 1994	Executive Secretary, Japan Development Bank
June 1996	General Manager, Industry & Technology Department, Japan Development Bank
May 1998	General Manager, Human Resources Department, Japan Development Bank
June 2001	Executive Director, Development Bank of Japan, Inc.
May 2005	Chairman of the Board, Technology Alliance Investment, Ltd.
July 2007	External Director, Fukuoku Mutual Life Insurance Company
June 2009	Standing Corporate Auditor (External), Isuzu Motors Limited
June 2015	Director, Medical System Network Co., Ltd. (Outside Director) (incumbent)
January 2019	External Corporate Auditor, Hirotsaki Lifescience Innovation, Inc.
March 2019	Outside Director, Showa Denko K.K. (currently the Company) (incumbent) (up to the present)

8 Noriko Morikawa

Outside Director

Attendance at BoD meetings in 2022: 14/14

April 1981	Joined CHORI CO., LTD.
August 1988	Joined Daiwa Securities America Inc.
September 1991	Joined Arthur Andersen
March 1995	Joined Motorola Inc.
March 2005	Director, in charge of accounting and finance; General Manager, Accounting and Finance Headquarters in Japan, Motorola Inc.
June 2009	Joined Bosch Corporation
August 2010	Director, Vice President, in charge of Administrative Headquarters, Bosch Corporation
June 2018	Outside Director, CHORI CO., LTD.
March 2020	Outside Director, Showa Denko K.K. (currently the Company) (incumbent)
June 2020	Outside Director, Mitsubishi Heavy Industries, Ltd.
October 2020	Advisory Board member, Dai-ichi Life Holdings, Inc. (incumbent)
June 2021	Outside Director and Audit Committee Member, Mitsubishi Heavy Industries, Ltd. (incumbent) (up to the present)

9 Tetsuo Tsuneishi

Outside Director (Newly appointed)

April 1976	Joined Tokyo Electron Laboratories, Inc. (currently Tokyo Electron Ltd.)
June 1987	General Manager, KLA Department, Tokyo Electron Ltd.
October 1990	General Manager, Semiconductor Production Equipment 3rd Division, Tokyo Electron Ltd.
April 1992	General Manager, Overseas Marketing Headquarters, Tokyo Electron Ltd.
June 1992	Corporate Director, Tokyo Electron Ltd.
June 1996	Executive Managing Director, Tokyo Electron Ltd.
June 1998	Representative Director; Executive Managing Director, Tokyo Electron Ltd.
June 2003	Corporate Director; Senior Executive Vice President, Tokyo Electron Ltd.
June 2013	Corporate Director, Tokyo Electron Device Ltd. (incumbent)
June 2015	Corporate Director, Chairman of the Board of Directors (part-time), Tokyo Electron Ltd.
June 2017	Representative Director; Chairman of the Board of Directors
June 2020	Corporate Director; Chairman of the Board of Directors
May 2022	Vice Chairman, The Japan Association of Corporate Directors (incumbent)
March 2023	Outside Director of the Company (incumbent) (up to the present)

Audit & Supervisory Board Members and Corporate Officers (As of June 30, 2023)



1 Toshiharu Kato

Audit & Supervisory Board Member
Attendance at BoD meetings in 2022: 14/14
Attendance at A&S Board meetings: 13/13

April	1981	Joined Showa Aluminum Corporation (currently the Company)
August	2014	General Manager, Finance & Accounting, Showa Denko K.K. (currently the Company)
January	2016	Corporate Officer, General Manager, Finance & Accounting Department
January	2017	Corporate Officer, Chief Financial Officer (CFO); General Manager, Finance & Accounting Department
March	2017	Director, Corporate Officer, Chief Financial Officer (CFO); General Manager, Finance & Accounting Department
January	2018	Director, Corporate Officer, Chief Financial Officer (CFO) in charge of Finance & Accounting and Information Systems departments
January	2019	Director, Attached to President
March	2019	Audit & Supervisory Board Member (incumbent)
January	2023	Audit & Supervisory Board Member, Resonac Corporation (incumbent) (up to the present)

2 Jun Tanaka

Audit & Supervisory Board Member
Attendance at BoD meetings in 2022: 14/14
Attendance at A&S Board meetings: 13/13

April	1982	Joined Showa Denko K.K. (currently the Company)
January	2007	General Manager, Development Department, Chemicals Division, Chemicals Sector
January	2011	Deputy General Manager, Advanced Battery Materials Department
January	2012	Corporate Fellow, Deputy General Manager, Advanced Battery Materials Department
January	2013	Corporate Officer; General Manager, Advanced Battery Materials Department
January	2017	Managing Corporate Officer; Chief Technology Officer (CTO)
March	2017	Director; Managing Corporate Officer; Chief Technology Officer (CTO)
January	2019	Director; Managing Corporate Officer; Chief Technology Officer (CTO) in charge of Advanced Battery Materials Division, Institute for Integrated Product Development, Advanced Technology Laboratory, Corporate R&D and Intellectual Property Departments
January	2020	Director, Attached to President
March	2019	Audit & Supervisory Board Member (incumbent)
January	2023	Audit & Supervisory Board Member, Resonac Corporation (incumbent) (up to the present)

Audit & Supervisory Board Members and Corporate Officers (As of June 30, 2023)

3 Kiyomi Saito

Outside Member

Attendance at BoD meetings in 2022: 14/14

Attendance at A&S Board meetings: 13/13

April	1973	Joined Nikkei Inc.
September	1975	Joined Sony Corporation (currently Sony Group Corporation)
August	1984	Joined Morgan Stanley Investment Bank
January	1990	Executive Director, Morgan Stanley Investment Bank
April	2000	Director, President, JBond Co., Ltd. (currently JBond Totan Securities Co., Ltd.)
June	2005	Outside Corporate Auditor, Tri-Wall Limited (currently Tri-Wall Japan Co., Ltd.)
June	2006	Outside Corporate Auditor, Astellas Pharma Inc.
March	2012	Audit & Supervisory Board Member, Showa Denko K.K. (currently the Company) (incumbent)
June	2012	Outside Director, Toshiba Corporation
June	2013	Outside Director, Japan Post Insurance Co., Ltd.
June	2015	Outside Director, Kajima Corporation (incumbent)
June	2021	Outside Director, Kadoya Sesame Mills Incorporated (incumbent)
October	2021	Representative Director, JBond Totan Securities Co., Ltd. (incumbent) (up to the present)

4 Masako Yajima

Outside Member

Attendance at BoD meetings in 2022: 14/14

Attendance at A&S Board meetings: 13/13

April	1994	Registered at Dai-Ichi Tokyo Bar Association Joined Nishimura Law Office (currently Nishimura & Asahi)
March	2001	Registered as a lawyer in the State of New York
April	2004	Assistant Professor, Law School, Keio University
January	2006	Partner, Nishimura & Tokiwa (currently Nishimura & Asahi) (incumbent)
April	2007	Professor, Law School, Keio University (incumbent)
March	2020	Audit & Supervisory Board Member, Showa Denko K.K. (currently the Company) (incumbent) (up to the present)

5 Yasuyuki Miyasaka

Outside Member

Attendance at BoD meetings in 2022: 14/14

Attendance at A&S Board meetings: 13/13

November	1975	Joined Tohmatsu & Aoki (currently Deloitte Touche Tohmatsu LLC)
March	1980	Registered as a certified public accountant (CPA)
June	1990	Partner, Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)
August	1993	Resident at the Singapore Office, Deloitte & Touche
October	2010	General Manager, Risk Management & Examination Office (International Financial Reporting Standards), Deloitte Touche Tohmatsu LLC
July	2017	Established Yasuyuki Miyasaka CPA Office, and became President of the CPA Office (incumbent)
June	2018	Outside Director, ITOCHUSHOKUHUIN Co., Ltd. (incumbent) Outside Corporate Auditor, Board of Corporate Auditors, Santen Pharmaceutical Co., Ltd.
March	2022	Audit & Supervisory Board Member, Showa Denko K.K. (currently the Company) (incumbent) (up to the present)

President	Hidehito Takahashi	Chief Executive Officer (CEO)
Managing Corporate Officers	Keiichi Kamiguchi	Chief Risk Management Officer (CRO)
	Hiroyuki Yamashita	General Manager, Electronics Business Headquarters
	Hideki Somemiya	Chief Financial Officer (CFO)
	Tomomitsu Maoka	Chief Strategy Officer (CSO)
Corporate Officers	Mitsuo Katayose	General Manager, Advanced Functional Materials Business Headquarters
	Shigeru Fujita	Chief Marketing Officer (CMO)
	Yoshito Ishii	General Manager, Mobility Business Headquarters
	Nori Imai	Chief Human Resource Officer (CHRO)
	Masami Tobito	Chief Operations, Manufacturing and Engineering Officer (CMEO) Chief Quality Officer (CQO)
	Hideki Shibata	Chief Digital Officer (CDO)
	Masato Fukushima	Chief Technology Officer (CTO)
Executive Officers	Taichi Nagai	Oita Complex Representative, Olefins & Derivatives Business Unit
	Hirotsugu Fukuda	General Manager, Petrochemicals Division
	Hiroyuki Eda	General Manager, Aluminum Specialty Components Business Unit, Advanced Functional Materials Business Headquarters
	Makoto Takeda	General Manager, Graphite Business Unit
	Katsuyuki Tsuji	Deputy General Manager, Mobility Business Headquarters and General Manager, Advanced Battery Materials Business Unit
	Atsushi Doi	General Manager, Legal Department
	Takuya Hirano	Deputy General Manager, Mobility Business Headquarters

Skill Matrix

The Company has prepared a skill matrix detailing the expertise and experience of directors and Audit & Supervisory Board members. The skills required of directors and Audit & Supervisory Board members were identified based on the following three perspectives.

Three Perspectives for Skill Identification

Resonac's Corporate Philosophy

The Resonac Group has set its Purpose (the meaning of its existence) as "Change society through the power of chemistry," and has also set four Values which the Group's employees should consider important as "Passionate & Results-Driven," "Agile & Flexible," "Open Minds & Open Connections," and "Solid Vision & Solid Integrity." The Group has defined combination of these Purpose and Values as the Group's Corporate Philosophy. Under this Corporate Philosophy, the Group strives to solve social issues through its business activities.

Medium- to long-term strategy to realize Corporate Philosophy

The Resonac Group has set its management strategy as the Long-term Vision, periodically updates this Long-term Vision, and executes business portfolio reform. The Group has classified its businesses into five segments, namely, Semiconductor and Electronic Materials, Mobility, Chemicals, Innovation Enabling Materials, and Others. The Group expects that the markets for the Semiconductor and Electronic Materials segment and the Mobility segment will grow further, the Chemicals segment will make profit stably, and the Innovation Enabling Materials segment will support technical development in all businesses of the Group. We shall realize sustainable growth of the Group by making each of these business segments fill its role and achieve its target EBITDA.

Major Issues to be discussed at the Board of Directors' meetings

To enhance the effectiveness of the Group's Corporate Philosophy and medium- to long-term strategy based on the Corporate Philosophy, it will be necessary for the Board of Directors to have lively discussion and quick decision making about "the way to compete on the world stage," "contribution to SDGs," "well-disciplined business portfolio reform," "innovation including technical synergy," and "human-resource development."

	Name	Inside / Outside	Term of office (Years)	Global business	Innovation and fusion of technology	ESG and sustainability	Portfolio management	Finance / accounting	Personnel management / development	Legal / risk management
Directors	Kohei Morikawa		7	○	○	○	○			○
	Hidehito Takahashi		6	○		○	○	○	○	○
	Keiichi Kamiguchi		3	○			○		○	○
	Hideki Somemiya		1	○		○	○	○		
	Tomomitsu Maoka		1	○	○	○	○			
	Kiyoshi Nishioka	Outside	5	○	○	○	○			
	Kozo Isshiki	Outside	4		○		○	○	○	
	Noriko Morikawa	Outside	3	○		○		○	○	
	Tetsuo Tsuneishi	Outside	-	○			○	○	○	
Total				8	4	6	8	5	5	3
Audit & Supervisory Board Members	Toshiharu Kato		4	○		○		○		
	Jun Tanaka		3		○	○	○		○	
	Kiyomi Saito	Outside	11	○	○		○	○		
	Masako Yajima	Outside	3	○						○
	Yasuyuki Miyasaka	Outside	1	○				○		○
Total				4	2	2	2	3	1	2

Messages from Outside Directors and Outside Members of Audit & Supervisory Board



Kiyoshi Nishioka



Kozo Isshiki



Noriko Morikawa



Kiyomi Saito



Masako Yajima



Yasuyuki Miyasaka

Messages from Outside Directors

For Mr. Tsuneishi's message, please see "Special Feature" on page 113.

Kiyoshi Nishioka Outside Director

I conduct research and development at a university on technologies related to, uses of, and practical applications of various base materials and composites. I am also endeavoring to **improve the production engineering capabilities of Japanese manufacturing companies through the use of IoT technology**, as well as **working on human resource development**, and I hope to leverage the insights and experience I have gained from these activities to contribute to the advancement of the new Resonac.

Kozo Isshiki Outside Director

In the world of finance, I have experience of **long-term financing**, and also of **launching new technology companies through an investment fund**. In the industrial field, I handle the chemical industry and chemical companies, which has deepened my knowledge of various areas. In this era of incredible transformation of the structure of industry across the globe, I will be doing whatever I can to support Resonac as it aims to become the top functional chemical manufacturer.

Noriko Morikawa Outside Director

I wish to deploy the knowledge I have gained from my experience of management and overseas assignments at Japanese and foreign global companies to help Resonac grow to become a company that can compete in a dynamically changing world. To that end, I intend to **help the company invest in diverse human resources and promote a sustainable portfolio strategy**.

Messages from Outside Members of Audit & Supervisory Board

Kiyomi Saito Outside Member of Audit & Supervisory Board

I founded an electronic trading company for Japanese government bonds and grew it into the dominant player in the repo market. In addition to performing my duties as an Audit & Supervisory Board member, I seek to **repurpose the skills I have honed running a start-up**, albeit one in a different industry, to **benefit the new Resonac as it moves forward from its so-called second inauguration**.

Masako Yajima Outside Member of Audit & Supervisory Board

As an attorney at a law firm that focuses on corporate law, I handle cases related to crisis management and disputes. At Resonac, **besides conducting legality audits**, I will strive to contribute proactively by **leveraging my knowledge and experience of preventative jurisprudence** to provide advice on **preventing issues from escalating into legal disputes**.

Yasuyuki Miyasaka Outside Member of Audit & Supervisory Board

In recent years, the company has been championing portfolio management and pursuing a select-and-focus approach to business. As such, assessing whether new business investments are appropriate is hugely important. **From my standpoint as a specialist, I hope to provide useful advice on how Resonac can earn sufficient returns that exceed its cost of capital.**